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ABSTRACT

This guide for parents, child care providers, employers, and community organizations profiles a range of practical approaches to making child care more available and affordable for parents who work non-standard hours. Part one describes why the issue of non-standard hours child care is becoming more important in an economy which is increasingly a 24-hour operation. It draws on a western Idaho case study to illustrate how the mismatch between work schedules and available child care services is affecting the families and employers in one community. Part two profiles a variety of models for expanding the supply of non-standard hours child care, some based in the workplace and others based on the community. The report concludes that solutions to the problem of providing quality, affordable non-standard hours child care must come from many quarters. Three appendices contain lists of contact information on profiled companies and organizations, other companies addressing non-standard hours child care needs, and other sources of information. (AP)

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Care Around the Clock: Developing Child Care Resources Before Nine and After Five

U.S. Department of Labor
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1995

Table of Contents

Executive Summary ____ 5

Introduction ____ 7

Part One — Child Care Before Nine and After Five: An Emerging Issue ____ 8

A Case Study from Western Idaho ____ 11

Part Two — Making It Work: Promising Practices in Developing Non-Standard Hours Child Care ____ 15

Single Employer Model ____ 17
Toyota Motor Manufacturing
Massachusetts Bay Transportation Authority
Employer Consortium Model ____ 19
Close to Home
Central Atlanta Hospitality Childcare, Inc.
Community Partnership Model ____ 21
Palcare
Tri-County Child Care Task Force

Conclusion ____ 25

Appendix A
Contact Information on Profiled Companies and Organizations ____ 27

Appendix B
Other Companies Addressing Non-Standard Hours Child Care Needs ____ 28

Appendix C
Other Sources of Information ____ 29

Endnotes ____ 31

Acknowledgements ____ 32

Care Around the Clock — Executive Summary

In the fall of 1993, a Western Idaho child care resource and referral agency received reports that workers at a round-the-clock food processing plant were using their cars as the "child care" of last resort. Young children were put to sleep and left unattended in cars in the plant's parking lot.

Care Around the Clock

While it is difficult for many working parents to find affordable and high-quality child care, the problem is magnified when they work non-standard hours.

"Care Around the Clock" is a resource guide for parents, child care providers, employers, and community organizations facing this child care challenge. It profiles a range of practical approaches to making child care more available and affordable for parents who work non-standard hours.

An Emerging Issue

The issue of child care during non-standard hours is growing in importance due to several major trends:

- Nearly one in five full-time workers — 14.3 million — worked non-standard hours in 1991.
- It has been estimated that more than 1,000 different work schedules are in use in the U.S. today.

The problem is likely to become increasingly serious as more employers operate around the clock and as more women with children work non-standard hours.

Our economy is fast becoming a 24-hour operation:

- The long-term trend toward a service-based economy has led to the operation of more businesses during early mornings, evenings, nights, and weekends.
- Employers in all sectors are changing their schedules for reasons ranging from increased flexibility to enhanced customer satisfaction to reduced air pollution.

A significant percentage of the employees working non-standard hours are women — and mothers:

- Sixty percent of women with children under age six and 76% of women with school age children are in the workforce.
- In 1991, 5 million of the full-time workers with non-standard hours — more than one in three — were women.
- In 1990, 7.2 million mothers with 11.7 million children under 15 worked full- or part-time during non-standard hours.
- Service jobs overall, which have the highest and fastest growing percentage of shift workers (42%), include many jobs held traditionally by women. For example, jobs for medical assistants, nurses aides, and psychiatric aides are expected to increase by 47% between 1995 and 2005, and jobs for home health aides are expected to increase by 136%.

Parents with a variety of jobs, work schedules and family situations report that it is hard, and sometimes impossible, to find child care:

- A single father who works the regular day shift but travels 50 miles to work couldn't find a child care facility with the right hours. He reluctantly hired a provider without experience or training to care for his children at her home.

- A woman with pre-school children was forced to drop out of college because she couldn't find affordable care during her morning and night classes. She found providers who would take her children, but only if she paid the full-time, full-week fee for many fewer hours of care.

- One respondent to the Women's Bureau's "Working Women Count!" survey said that she and her husband had worked opposite shifts for the past eight years so that one of them could be at home with the children. "I feel like a single parent, and so does my husband," she said. "But it's the only way. Before we did this we had five different sitters for our kids in one year."

Promising Practices

The Western Idaho Community Action Program conducted phone surveys of providers, met with parents, and raised the awareness of the employer community to deal with that region's non-standard hours child care problem; but there is no one-size-fits-all solution. The report identifies and provides examples of three general models for developing comprehensive, non-standard hours child care:

Single Employer Model A single employer designs a child care program to fit the company's work schedule.

- Toyota Motor Manufacturing of Georgetown, Kentucky, has opened an "on site" 24-hour-a-day child care center licensed for 230 children ages six weeks to 13 years.

- The Massachusetts Bay Transportation Authority (MBTA) contracts with 32 licensed child care centers to meet employees' diverse child care needs, and offers tuition subsidies on a sliding scale.

Employer Consortium Model A group of employers come together on an industry or geographic basis to share knowledge and may, over time, pool resources and conduct joint child care projects.

- Close to Home, a consortium of employers from Phoenix, recruited and trained child care providers who would accommodate non-standard schedules. Some of their members recently funded a provider resource lending library.

- A group of employers from the hotel industry in Atlanta formed Central Atlanta Hospitality Childcare, Inc., to address the child care difficulties of hospitality industry employees. They are developing the Children's Inn, which will provide family services and an early learning center for families of low-income hotel workers.

Community Partnership Model A variety of stakeholders (e.g. employers, parents, providers, unions, resource organizations, local government) join together to identify community child care needs and solutions, pool resources and share skills and expertise.

- Palcare is a non-profit organization formed by unions, employers, local governments, and community groups to establish a 24-hour-day, seven-day-a-week, child care center for employees at the San Francisco International Airport and in surrounding communities.

- The Tri-County Child Care Task Force in upstate New York includes local employers, the school district, referral agencies, United Way and other non-profits. It is assessing the supply of and demand for non-standard child care and compiling possible solutions.

Conclusions

Communities, employers, and providers are coming together to address the lack of non-standard hours child care. However, much remains to be done. For more information or copies of this report, call the Women's Bureau at 1-800-827-5335.

Introduction

Working Women Speak Out

The Women's Bureau of the U.S. Department of Labor, created by Congress in 1920 to "promote the welfare of wage-earning women," is a voice for working women in the public policy process. For 75 years, the Women's Bureau has pioneered policies and legislation to set fair wages and hours, ensure health and safety standards, expand training opportunities, and increase dependent care options.

In 1994, the Women's Bureau conducted an historic survey, "Working Women Count!," asking America's working women to identify what they like and do not like about their jobs and what they think needs to be changed. More than 250,000 women responded, demonstrating the depth of their concern about workplace issues.

One survey question asked women, "If you could tell President Clinton one thing about what it's like to be a working woman today, what would it be?" **The number one issue women wanted to bring to the President's attention was how hard it is to hold together a family while holding down a job.**

Through "Working Women Count!," respondents told us that child care is key to their ability to balance work and family. In fact, 56% of mothers with children age five and under identified "finding affordable child care" as a serious problem, and 53% said that "information about and support for dependent care" is a high priority for change.

What is in this Report

Finding affordable, quality child care in the United States is a challenge for all working parents. "Care Around the Clock" looks at one piece of the child care challenge: the mismatch between workers' changing schedules and available child care services. This report is for parents, child care providers, employers, and community organizations that want to address the growing need for child care during non-standard hours.

Part One describes why the issue of non-standard hours child care is becoming more important as we move toward the 21st century and an economy that is increasingly a 24-hour operation. It draws on a Western Idaho case study to illustrate how the mismatch between work schedules and available child care services is affecting the families and employers in one community.

Part Two profiles a variety of models for expanding the supply of non-standard hours child care, some based in the workplace and others based in the community.

Additional resources, including contact information for individual programs, are listed in Appendices A, B and C.

Part One — Child Care Before Nine and After Five: An Emerging Issue

Changing Child Care Needs and the Changing Workplace

The American economy is changing, and so is the American workplace. To remain competitive, businesses are experimenting with how and when work gets done. As work schedules are adapted to the needs of specific product lines and services and more businesses run around the clock, both employers and employees face a variety of new challenges. One of the most significant is the need for child care services during parents' working hours, whenever they may be.

The issue of child care during non-standard hours is growing in importance due to five major trends:

- Structural change toward a service-based economy — which has been occurring over several decades — means that more businesses are operating during early mornings, evenings, nights, and weekends. Service occupations with a high proportion of shift workers are projected to produce more new jobs than any other sector over the next decade.[1]

- Employers in many sectors, not just the service sector, are increasingly implementing schedules other than eight-hour days and five-day weeks — from compressed work weeks to rotating shifts. Their reasons range from increasing flexibility to enhancing customer satisfaction to reducing air pollution.

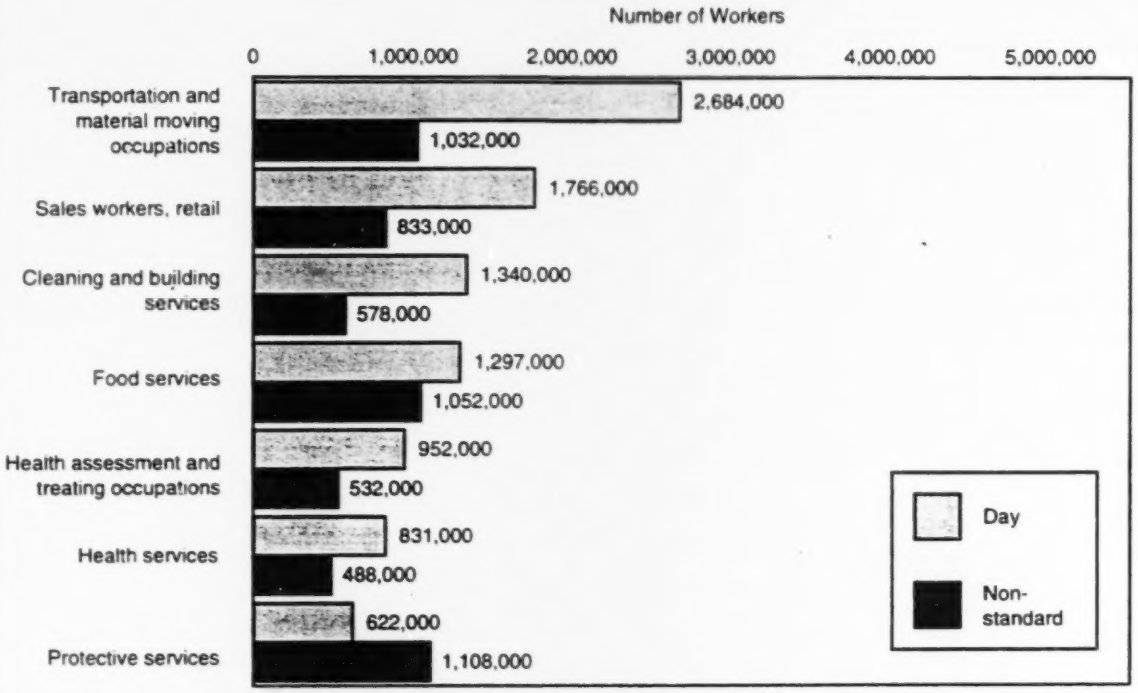
- In recent years, starting in the early 1980's, the work week of many Americans has gotten longer. This includes workers across occupations, from top level professionals to factory workers.[2]

Table 1: Projected Employment Growth By Occupation, 1992-2005

	Estimated employment 1992	Projected employment 2005	Percent change in employment 1992-2005
Homemakers, home health aids	475,000	1,120,000	136%
Guards	803,000	1,211,000	51%
Nursing aides	1,389,000	2,005,000	44%
Chefs, cooks, kitchen workers	3,092,000	4,282,000	38%
Food and beverage service workers	4,365,000	5,489,000	26%
Truck drivers	2,720,000	3,428,000	26%
Retail sales workers	4,086,000	4,963,000	21%
Janitors, cleaners, cleaning supervisors	3,018,000	3,618,000	20%

Selected from among the 20 occupations expected to show the greatest increase in employment by 2005.
Source: *Occupation Outlook Quarterly*, BLS, Spring 1994

Chart 1: Occupations with Large Numbers of Workers Working Non-Standard Hours, 1991



Source: Bureau of Labor Statistics, Unpublished data, May 1991 Supplement to the Current Population Survey

- For some workers, particularly production workers in manufacturing, the use of overtime is higher than at any time since World War II. This is due to a combination of factors such as downsizing and economic expansion.[3]

- More women with children are working for wages than ever before: 60% of women with children under six are in the workforce, and 76% of women with school age children are working. Finding safe and affordable child care is critical to the economic well-being of both dual earner and single parent families.

Who Works Non-Standard Hours?

Non-standard hours include early mornings, evenings, nights, and weekends, as well as all shifts longer than eight hours. It has been estimated that more than 1,000 different work schedules are in use in the U.S. today.[4] Nearly one in every five full-time workers, or 14.3 million, worked non-standard hours in the U.S. in 1991 — 5 million of them were women.[5]

Service jobs overall, which include many jobs traditionally held by women, have the highest percentage of shift workers (42%). [See Chart 1] Occupations with high proportions of shift workers are expected to grow significantly in the coming years. For example, jobs for medical assistants, nurses aides, and psychiatric aides are expected to increase by 47% between 1995 and 2005, and jobs for home health aides are expected to increase by 136%. [See Table 1]

Many mothers are working non-standard hours. In 1991, 7.2 million mothers worked non-standard

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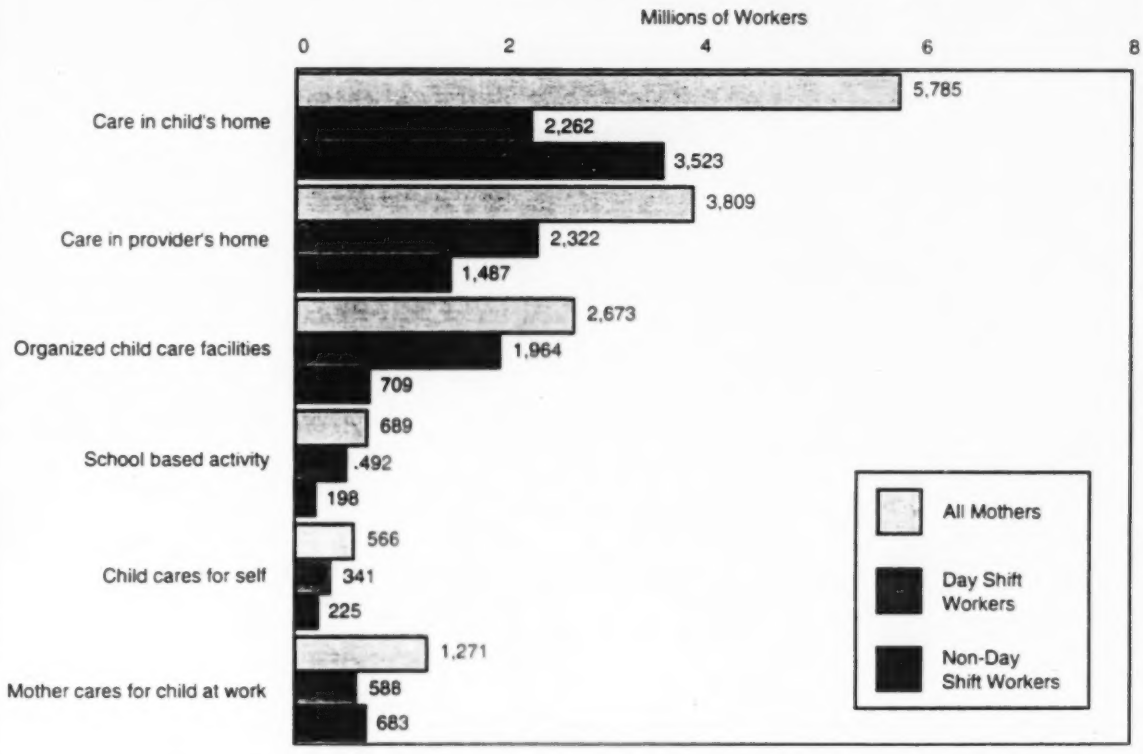
Chart 2: Children by Care Arrangement and Mother's Shift



Source: *Who's Minding the Kids?* Census Current Population Reports, p70-36, Table 7

hours on a full-time or part-time basis. These mothers had 11.7 million children under the age of 15 who needed some type of non-standard hours child care. In addition, 71% of these mothers indicated that they work non-standard hours because it is a job requirement, while only 14% chose non-standard work hours to seek better child care arrangements.[6]

Who is Caring for our Children Before Nine and After Five?

As women continue to enter and remain in the paid workforce, the need for sufficient, safe and affordable child care services during all hours will continue to rise. Neighbors and grandmothers, the traditional sources of informal child care when the parent is not available, are also less likely to be found at home. They too are increasingly in the labor force.

For parents whose hours extend beyond the standard workday, locating and paying for quality child care is particularly difficult. Despite the fact that nearly one in five married workers works non-standard hours, most child care providers still offer only "day care" for the traditional nine to five work day. While scientific surveys on 24-hour child care centers are non-existent, it has been estimated that there are roughly a dozen of these centers across the country.[7]

Many workers with non-standard schedules earn low to moderate incomes and cannot afford to pay

Patsy Cornell is a mother of three from Michigan and a Working Women Count! respondent. She has been a "tag-team" parent for eight years because she and her husband can't afford quality child care. Says Cornell, "I feel like a single parent, and so does my husband. But it's the only way. Before we did this we had five different sitters for our kids in one year." [8]

a lot for child care. Some parents choose to work opposite shifts in order to avoid child care costs and/or ensure that both parents have time with their children — this is often called "tag-team parenting." Tag-team parenting is a delicate balancing act and, in most cases, far from a perfect long-term solution. Assuming that parents are able to match their shifts, they are rarely together as a couple or with their children; minor changes in either's schedule can cause serious problems; and there is still a need for back-up child care systems during illnesses and emergencies.

The majority of mothers who work non-standard hours, whether full- or part-time, do so because it is required by their jobs, not because it fits their child care needs.[9] Most of these mothers use family day care providers, while others use center based care or a provider who comes into their own home. A surprising number care for their children at work. [See Chart 2]

Recent studies on the quality of formal and informal child care indicate that many children are in mediocre or poor care arrangements.[10] While many parents have difficulty finding quality child care, the choices are fewer and the search harder for those who work non-standard hours.

A Case Study from Western Idaho

While the trend toward non-standard work hours is evident on a national scale, the effects are most keenly observable at the local level. Mismatches between worker schedules and available services vary considerably from one community to another, along with demographics, major industries, and local resources. In many communities, the need for non-standard hours child care is still a "sleeper" issue, unknown or ignored until the problem becomes a crisis.

That is what happened in Western Idaho. In the fall of 1993, the child care resource and referral agency, housed in the Western Idaho Community Action Program (WICAP), received reports from several sources that workers at a round-the-clock food processing plant were using their cars as the "child care" of last resort. Young children were put to sleep and left unattended in cars in the plant's parking lot. This alarming news served as the catalyst for an investigation into the availability of child care for shift workers, such as those at the food processing plant, as well as others working non-standard hours in six Western Idaho communities.

Although the situation in Western Idaho is in some ways particular to that region, the frustrations and concerns of parents and community organizations in that state mirror those in many other parts of the country where people work before nine and after five.[11]

Western Idaho: From Farming to Fast Food

Western Idaho is a largely rural region, where people are spread out and communities are small. It includes six counties to the west and north of Boise — Adams, Canyon, Gem, Owyhee, Payette, and Washington. Some people work on farms or ranches, growing potatoes and raising cattle; while others work in the expanding food processing industry, making french fries and hamburgers for fast food restaurants.

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Most food processing plants have some non-day shifts, and many have round-the-clock schedules to keep up with the demand from national fast food chains. Several other major industries in Western Idaho also have high levels of non-standard work hours, including retail, mobile home and RV construction, and electronics manufacturing. The 58 largest employers in the region employ approximately 25% of the region's workers. More than half of these employees, 7,932, work evening or night shifts.[12] This count, while dramatic, does not fully capture the extent of non-standard hours work in Western Idaho, since data on weekend work and other non-standard hours, such as overtime, are not available.

In Western Idaho, a large percentage of workers with non-standard hours are women with children. In Idaho overall, 59.2% of women work full- or part-time, which is slightly higher than the national average (57.9%). Nearly one in five working women in Idaho (18.9%) has a child under age six, and almost half (44.9%) have at least one child under 18.[13]

Taking the Lead

The Western Idaho Community Action Program (WICAP) is a non-profit corporation established by the 1964 Economic Opportunity Act. It serves approximately 22,000 low and moderate income people and provides comprehensive family services, including child care resource and referral information. WICAP mobilizes and coordinates public and private resources to provide child care to working parents in the region's urban and rural areas. Until WICAP learned of the problem at the food processing plant, however, they had not focused on the need for child care during non-standard hours.

With a contract from the U.S. Department of Labor Women's Bureau, WICAP began gathering information from parents and child care providers about the needs for, and availability of, care during non-standard hours.

Few Providers Available

To assess the supply of non-standard hours care, WICAP conducted a telephone survey during the spring of 1994 of the 180 providers in their service area who are either licensed by the state or registered with a community agency. Most of these child care workers provide care in their own homes. Of the 160 providers who responded, just over 75% cared for children Monday through Friday only. Eight percent cared for children on Saturdays, and 11% cared for children seven days a week.

Most of the providers were open 12 hours a day, from 6:00 a.m. to 6:00 p.m. Five facilities opened by 4:30 a.m., and an additional 27 opened by 5:30 a.m. Twenty-one facilities were still open at 7:00 p.m. By 8:00 p.m., 12 facilities were open, and by 11:00 p.m., the number dwindled to four. No facilities were open after 11:30 p.m.

Providers gave four main reasons why they did not provide evening or weekend care:

- they need more personal time or time with their own families;
- they only provide non-standard hours child care as a favor to a friend or relative;
- there is not enough demand from parents; and
- it is difficult to recruit and retain staff for non-standard hours.

Providers also mentioned that evenings and weekends are the only time they have for additional training and education. Seventy-eight percent of the providers surveyed, some of whom had offered non-standard hours care in the past, said they would not be willing to provide it in the future.

The survey did not capture the extent to which informal and unlicensed child care was available during non-standard hours. It did, however, clearly illustrate that parents who seek licensed care during early mornings, evenings, nights, and weekends had very little to choose from, and that providers saw substantial obstacles to offering such care.

For Parents, Frustration and Worry

WICAP held a series of meetings with local working parents in their service area to learn more about their dependent care needs. Parents' stories all carried the same basic message: they were frustrated by the lack of safe, affordable, and dependable child care during non-standard hours. Given the choice, most said they would prefer a stable child care arrangement with a relative or neighbor. But parents repeatedly emphasized that such informal arrangements are rarely stable enough to count on. Instead, they found themselves constantly searching for new and better options, and worrying about the lack of continuous care in their children's lives.

Parents with a variety of jobs, work schedules and family situations report that it is hard, and sometimes impossible, to find child care:

- A woman who works for a computer company from 2:00 p.m. to 10:00 p.m. cannot find a caregiver for her pre-school child during these hours. A relative has agreed to care for the child for now, but the mother is constantly worried about having to leave her job if this arrangement falls through.

- A woman who works in a food processing plant from 6:00 a.m. to 2:30 p.m. cannot find child care for her infant, particularly for the early hours. Since English is not her primary language, she finds it very difficult to get information and assistance on non-standard hours child care options or to find a Spanish-speaking provider.

- A single father who works the regular day shift in an electronics plant travels 50 miles to work. He has three children under the age of four and needs a child care program that opens early and closes late. Unable to find a registered facility with the right hours, he reluctantly hired a woman without prior child care experience or training who cares for the children at her home.

Pat Howe, Coordinator of Child Care Resource and Referral for the Western Idaho Community Action Program: "Our meeting with parents clarified the need for care during non-standard work hours, and the frustrations in trying to find that care.

"Our survey of providers raised their level of awareness about parents' needs. Some of them stopped to examine their own rules, and those who weren't getting enough referrals began to consider that changing hours might be good business.

"And with the Labor Department funding for outreach, we were finally able to involve area companies. Our meeting with employers was the first time that human resource people from the different companies actually got together. It created a positive attitude about addressing the problem, and we hope to build on that.

"Before we got involved in this, many people thought of it as an urban problem. Now, it's clear it's something of importance, even in our rural area. Employers are realizing it has an impact on the labor pool. And we are developing more providers as well. Since we started this process, fifteen providers have changed their hours, offering additional non-standard care for approximately 80 more children. That's a big change.

"All I can say is, we should have done it sooner!"

- A woman with a 13-month-old child works from 3:00 p.m. to 11:00 p.m., and her husband works from 6:00 a.m. to 4:00 p.m. They have tried to meet their child care needs through

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"tag-team" parenting — having one parent at home while the other is at work. The problem is the gap of one to two hours every day when their shifts and travel times overlap. Both parents believe that their jobs are in jeopardy because they have been unable to find regular child care for just those afternoon hours.

- A single mother with a pre-school child attended college classes, some in the morning and some at night. She needed child care part-time during the day and part-time during the evening. Every child care provider she talked to insisted that she pay the full-time, full-week rate for day care, even if she did not use it all day or every day. Because she could not afford both evening and full-day care, she was forced to drop out of college and indefinitely postpone her plans for improving her economic future.

The problems that parents and providers in Western Idaho describe are daunting, and they raise many important and difficult questions. What can parents do if their jobs require hours that no child care provider will meet? What can fairly be asked of providers, many of whom are also working parents? What is the responsibility of employers who use non-standard schedules? Who else in the community can make a difference in expanding child care options during early mornings, evenings, nights, and weekends?

WICAP has begun to look for ways to answer some of these questions.

Seeking Solutions

WICAP concluded from their provider survey and parent meetings that many working families in Western Idaho need non-standard hours child care services and that the supply is inadequate. Whether it is care in the early mornings, evenings, nights, weekends, or "in between" times, parents reported that their options were very limited. And parents revealed that problems with finding affordable, quality child care can result in constant worry and even diminished economic and career prospects.

WICAP also learned that child care providers face a set of barriers that must be addressed if the supply of non-standard hours care is to be expanded. They need time with their own families, time and financial support for training, and methods for recruiting and retaining staff.

Since WICAP conducted their investigations, they have begun to make progress in expanding the supply of non-standard hours care. For example, 15 day care providers in their service area have changed hours and now provide care to children of shift workers in the region.

WICAP has also begun to raise awareness of the problem in the employer community by building links between employers and other stakeholders such as parents, child care providers, and community service agencies. They recently sponsored a "Work/Family Forum" that brought together all these parties and began the process of developing creative, local solutions. Eighteen businesses attended the forum, including two businesses that participated on the panel and spoke to their peers about the importance of non-standard hours child care. There are plans to involve other businesses from Boisie in future activities.

Part Two — Making it Work: Promising Practices in Developing Non-Standard Hours Child Care

Introduction

Problems with the availability of non-standard hours child care are not unique to Western Idaho. In the second part of this report, we describe a number of promising efforts to address this problem in different places around the country. These examples provide useful information to other employers and communities working to resolve their own non-standard hours child care needs.

Many of the non-standard hours child care programs profiled in this report require significant time and resources, and are the product of long-term planning efforts. However, there are many less costly ways for companies and communities to begin to address the issue.

Employers can be responsive in a variety of ways, such as:

- Facilitating information sharing among employees through support groups and parenting seminars during work hours.
- Providing accessible resource information to parents, such as an "Employee Handbook" which includes the phone numbers of local child care resource and referral agencies.
- Conducting training seminars for employees, supervisors and managers on coping strategies for easing the impact of non-standard work schedules on personal and family life.
- Promoting flexible work policies and protecting the option of overtime pay after 40 hours of work a week.
- Creating a work/family committee with representation from labor and management to discuss issues like balancing work and family, ensuring quality child care and helping individual employees resolve work/family dilemmas that arise because of non-standard work hours.

Communities can also address the issue through a variety of activities such as:

- Encouraging a local organization, such as a PTA or Chamber of Commerce, to host a public education forum on non-standard hours child care.
- Providing information to parents and employers on existing child care resources through articles in local newspapers and public service announcements on local radio stations.
- Recognizing or publicizing successful programs that meet the child care needs of parents who work non-standard hours.
- Creating a community task force involving key stakeholders to assess the supply of and demand for quality non-standard hours child care in a particular urban or rural area.

Each of these ideas requires only a small investment in dollars and cents. But the return may be substantial, enabling employees to meet their work and family responsibilities and employers to maintain their competitive edge in an ever-changing economy.

Expanding Child Care Hours and the Employer's Bottom Line

Neither employers nor families benefit when the demands of work and family become mutually exclusive. Some employers have come to acknowledge the importance of providing non-standard hours child care for a variety of reasons. For example, many large accounting firms offer child care to employees on Saturdays for the months that precede the April 15th tax deadline. And the *Wall Street Journal* recently reported that a number of New York law firms are starting to provide Saturday child care along with in-home child care services for work-related emergencies.[14]

Employers who have participated in efforts to expand care during non-standard hours recognize the mutual benefits of investing in workers and their families, such as attracting the best workers and improving employee morale. Over time, non-standard hours child care may also reduce the costs of absenteeism, recruiting, and retraining, and raise retention rates of valued employees.

As a growing number of parents work non-standard hours, employers and communities around the country are responding to the need for new kinds of child care in a variety of ways. Some areas and industries are ahead of the curve, not only in terms of work schedules, but also in terms of their creative efforts to expand the supply of non-standard hours care.

The success stories presented here contain three important lessons for those interested in addressing the issue in their own companies, industries, or communities:

- There is no one-size-fits-all solution. The best solutions are based on a careful assessment of the needs of parents and children as well as local resources for children and families.

- Helping to expand child care options for non-standard hours makes "bottom-line" sense for employers as well as families. If employers see child care as a tool for developing a stable productive workforce, they are more likely to get involved in providing resources and services.

- It is possible to create quality child care programs for children whose parents work non-standard hours. For example, some programs use the National Association for the Education of Young Children's accreditation process as a tool to ensure high quality programs.

Although there is a significant body of literature on child care during standard working hours, there is little systematic study of child care during non-standard hours. The specific companies and programs profiled below were culled from a larger group of examples obtained through extensive interviews with human resource professionals, child care program directors, child care resource and referral agencies, and work/family consultants. Based on our knowledge to date, three general models for developing non-standard hours child care programs emerge:

- the Single Employer Model
- the Employer Consortium Model
- the Community Partnership Model

This part of the report explains the defining characteristics of the three models and then presents specific examples of each type. Each profile, though not comprehensive, includes basic information about the employer, consortium or partnership; the program's origins; the type of service offered; and how it is financed and managed. Additional information and resources, including other existing programs, can be found in the Appendices.

Single Employer Model

The first model of providing non-standard hours child care rests on the initiative and resources of single employers. These employers either provide a service that operates during the early morning, evening or night time, or they manufacture products that require a production schedule beyond the nine to five work day. They typically design unique programs tailor-made to meet their work schedules, the corporate culture of their company, and the services available in their immediate community.

There are three main reasons employers decide to invest significant resources into non-standard hours child care services for their employees.

- Attract Employees: A car manufacturing company wanted to open a new, multi-shift manufacturing site in a community with minimal child care services. They recognized that without providing non-standard hours child care they were not going to be able to hire the requisite number of employees and operate their plant on an around-the-clock basis.

- Retain Employees: One manufacturing company with a large second shift was experiencing significant turnover in a community where the unemployment rate was 3%. When they asked employees why they were leaving the company, the number one reason was that employees did not want to work the second shift and the pay differential was not a sufficient motivator. The company hoped non-standard hours child care would give employees a reason to stay.

- Increase Employee Morale: Shift work places a great deal of stress and strain on the families of those working non-standard hours. Providing quality child care services, especially if subsidized, can alleviate some of the strain and offer positive support to both parents and children.

Single employer initiatives are most common in the manufacturing and service sectors, and they exist in both public and private sector workplaces.

Toyota Motor Manufacturing
Georgetown, KY

Employer Profile

Toyota Motor Manufacturing is the U.S. subsidiary of Toyota of Japan, an international producer of mid-price automobiles. TMM's Georgetown, Kentucky plant employs 6,000 workers, 25% of whom are women. Approximately one-third of the work force — 2,000 employees — work the second shift, (5:15 p.m. to 2:15 a.m.), with a much smaller third shift of maintenance workers.

Impetus for the Program

TMM opened a plant in Georgetown, Kentucky, in 1988, making a special effort to recruit employees from Kentucky and the towns near the plant. Few child care resources existed in Georgetown and many job applicants expressed a need for child care during interviews. Although TMM was already interested in the idea of opening an on-site child care center, they needed time to decide what type and size of program would best meet employee needs. To assist workers in the meantime, the company formed a partnership with the staff of the Cardome Community Center, which had an empty community facility about half a mile down the road from the plant. Toyota renovated the facility and provided funds to operate it as a child care center managed by the staff of the Cardome Community Center. The center, which stayed open 24 hours a day, was filled to its licensed capacity of 99 children within three months and a waiting list soon developed.

Recognizing that this "near site" center was not adequate to meet the child care needs of its work force, and that the community center did not want to operate a child care facility indefinitely, Toyota proceeded with plans to build an "on site" facility. The company also decided to contract out

for this service because they did not have the expertise to manage a child care facility on a day-to-day basis. The new center opened in 1993, managed by Corporate Child Care Management Services.

Program and Services

The Toyota Child Development Center, the on-site facility, is open 24 hours a day and licensed for 230 children from the ages of six weeks to 13 years. The program is designed to meet the needs of Toyota team workers who work in shifts as well as overtime. If TMM runs full production on a Saturday, the center is open. The facility runs at full capacity and usually has a waiting list of around 90 for infant slots.

Through an agreement with the school district, school age children attend their neighborhood school and are picked up and dropped off at the center by six Scott County school buses. The children receive assistance with their homework from 4:30 to 6:30 p.m., eat dinner and go to bed around 9:00 p.m. on school nights. Pre-school children who are at the center during the second shift play, eat dinner around 6:30 p.m., partake in a variety of developmental activities until they go to bed at 12:30 a.m. Both groups of children are picked up by their parents after the shift ends at 2:15 a.m.

Management and Financing

Through a request-for-proposal process, Toyota selected Corporate Child Care Management Services to manage the facility. A TMM liaison team member works closely with staff from the child care facility. In addition, the center has a Parent Advisory Committee and conducts annual parent satisfaction surveys. Toyota has been able to effectively address the affordability issue facing many working parents. TMM pays for the building and provides annual financial support to the center. Parent fees are about 40% below the local market rate because of the financial support provided by Toyota.

Massachusetts Bay Transportation Authority
Boston, MA

Employer Profile

The Massachusetts Bay Transportation Authority (MBTA) owns and operates the public transportation system serving the greater Boston area. The service includes bus and rail transit for a metropolitan area of more than one million people. MBTA employs a total work force of 6,966, including 5,544 men and 1,452 women. Approximately 5,500 of these workers are transit operators whose schedules have the potential to change every three months. Each quarter the transit operators select the days, times and routes that they wish to work, based on seniority. Operators may work a mixture of morning, evening, weekday, and weekend shifts and frequently work split shifts.

Impetus for the Program

In 1989, with support from the general manager and cooperation from union members and professional staff, MBTA was at work on plans for an on-site center. A Child Care Committee of MBTA employees including managers, transit operators, and office workers began to realize that employees needed multiple child care options. Given the size of the metropolitan area, the diversity in work schedules, and the large number of work sites (including transit operators who worked throughout the metropolitan area), employees needed a program that would give them the option to select care either close to home or close to work. The MBTA hoped this child care assistance to employees would help maintain satisfactory performance and reduce absenteeism, turnover, and tardiness.

Program and Services

MBTA has a two-pronged approach to assisting employees in meeting their child care needs. First, MBTA has a contract with a local child care resource and referral agency to provide informa-

tion and education. Parents who call the resource and referral agency receive "enhanced referrals." This means that the agency staff talk with parents to determine their needs, search the database, call possible providers, and give parents a list of provider options. They also educate parents on what to look for when visiting a potential provider and how to select high quality child care that suits their family's needs.

Second, to assist employees in securing needed child care services, MBTA has developed the Reserved Slot Child Care Program for employees' children ages two months to 12 years. MBTA contracts with 32 licensed child care centers in 23 Boston area communities. A Child Care Committee of MBTA employees worked through a formal public process to identify providers eligible to participate in the Reserved Slot Program. The Committee evaluated providers by considering licensing, geographic location, hours of operation, the ages of the children served, and the overall interest in the program.

An employee handbook describes the MBTA Reserved Slot Child Care Program, eligibility requirements, registration procedures, tuition subsidy (including tax implications), payment system, waiting list, program withdrawal, termination by the provider, and changes in employment status.

It is important to note that although the MBTA provides employees with information and materials about eligible child care providers, it does not recommend particular providers. The employee is solely responsible for the selection of a child care provider and the final decision as to whether the child care provider selected is appropriate and offers a safe, healthy environment for the child.

Management and Financing

MBTA fully subsidizes the child care resource and referral service available to employees. In addition, MBTA offers tuition subsidies, in the form of a sliding scale, to help employees pay for child care in the Reserved Slot Program. Qualification for the sliding scale fees is determined by family income, the ages of the children, and whether the employee works part-time or full-time. Income verification is required to qualify and the employee may be asked to resubmit financial information at intervals of six months. The MBTA subsidy is paid directly to the child care provider.

Employer Consortium Model

The second model, the employer consortium, involves companies joining together to discuss common needs and explore funding strategies. Employer consortia take many forms and can include firms of varying sizes. Sometimes companies meet simply to talk and share knowledge, and these discussions may or may not lead to joint projects and a pooling of resources. Other times employers will come together with a specific project already identified.

Our research has uncovered three types of employer consortia related to child care:

- Local Consortia: Businesses come together in a particular geographic area — town, city, state. These local consortia provide a forum for employers to talk about child care needs and issues. Additionally, employers may strategize about how to increase non-standard hours care in their area and ultimately invest resources in new centers or family day care homes. An example from a southwestern metropolitan area is described below.

- Industry Consortia: Employers who are part of a particular service industry or industrial sector come together to address common child care issues that arise from their employees' similar needs and schedules. This model is illustrated through an example from the hotel industry.

- National Cross-Industry Consortia: This is the most ambitious and most difficult type of

consortium to coordinate, but potentially the most effective. There is only one known example of this type of consortium — the American Business Collaboration for Quality Dependent Care (ABC) — founded in 1991. It is important to note that most of the work of ABC partners is actually done at the local level. Companies pool resources and contribute funds to stimulate the development of community-based programs. At this time there are no national ABC projects on non-standard hours care, but there are local ABC projects addressing this need. In fact, the local consortium described below is made up of ABC members.

Close to Home
Phoenix, AZ

Local Employer Consortium Profile

In March 1993, the Close to Home project was funded by the American Business Collaboration for Quality Dependent Care (ABC). The Phoenix ABC members who participated in this project include: Allied-Signal, Inc., Allstate, American Express Company, Arizona Public Service, AT&T, Bashas Markers, IBM, Motorola, and the Salt River Project. In-kind contributions were also provided by America West Airlines.

Impetus for the Program

The Phoenix consortium members met to talk about work and family issues. Employers were concerned about supply and quality issues, including the lack of non-standard hours child care in general, and infant and toddler care in particular. Working with national and local consultants, they designed a program to meet these concerns and maximize the use of resources in the community.

Program and Services

The consortium developed a family child care provider recruitment and training project to address the needs of a workforce with multiple and shifting work schedules. The recruitment program targeted areas where employees work or live. New providers were offered incentives and support services.

Provider training involved specially designed free workshops, including information on how to accommodate non-traditional schedules. A mentor program matched experienced providers to new providers. Start-up grants were provided to enable providers to participate in the Child Care Food Program; gift certificates and door prizes were distributed at training sessions; substitute lists were provided; discounts on health insurance were offered; and ongoing information was provided through a newsletter.

Management and Financing

The Close to Home project is administered by Work/Family Directions, Inc. In Phoenix, Close to Home is managed by Summa Associates. Together, Work/Family Directions and Summa Associates continue to identify opportunities to enhance the scope of Close to Home.

For example, the AT&T Family Care Development Fund — a nationally recognized work/life initiative of AT&T, the Communications Workers of America (CWA), and the International Brotherhood of Electrical Workers (IBEW) — recently funded a provider resource lending library. This library will benefit many child care providers throughout Phoenix, including those recruited and trained through Close to Home. The library will loan developmentally focused child care equipment; coordinate training opportunities; and serve as a clearinghouse for providers to share their own experiences and learn from one another.

Central Atlanta Hospitality Childcare, Inc.
Atlanta, GA

Industry-Based Employer Consortium Profile

Several of the major hotels in downtown Atlanta, Georgia — Marriott, OMNI and Hyatt — joined together to address the unique child care difficulties

facing hospitality industry employees. They founded a non-profit organization, Central Atlanta Hospitality Childcare, Inc. (CAHCI), to oversee the development of the child care center and provide resources and services to parents who are hotel workers.

Impetus for the Program

In early 1993, the Director of Personnel at the Atlanta Marriott Marquis brought together representatives from downtown Atlanta hotels to meet and establish a task force. The purpose of the task force was to address the child care needs of hospitality industry employees. Participants generally agreed with research that indicates that when child care concerns are met, employers benefit from improved employee morale, increased productivity, and a decrease in absenteeism and turnover. The task force agreed upon plans and financing arrangements and announced plans to open the Children's Inn of Atlanta in mid-1995.

Program and Services

The Children's Inn will offer family services to as many as 1,000 families of low-income hotel workers. It will also provide a 250-child early learning center. The center will be designed, developed and operated by Americare Early Learning Centers, a local company specializing in employer-based, on-site child care facilities.

The Children's Inn will be open 24 hours a day, seven days a week, and will offer educational programs focusing on total child development. It will offer comprehensive family services including innovative "parent-friendly" programs, parenting education and workshops, and a parent resource center to link families in crisis with existing community service agencies. The center will also provide a "get-well" facility for children with mild illnesses, an advanced security system, and video monitors to allow parents to observe their children at any time. Another key element will be providing training and career paths for the center's child care workers to promote better quality child care.

Management and Financing

The Children's Inn will be managed by Americare Early Learning Centers. The Atlanta Economic Development Corporation will secure the required capital to develop the new center by issuing a $3 million development bond. The participating hotels are committed to subsidizing more than half of the weekly child care fees for their employees — in addition to providing substantial contributions to the project's development.

Community Partnership Model

A community partnership can include a variety of stakeholders, such as unions, employers, resource and referral organizations, child care professionals, parents, service organizations, local government, and other community groups. No matter what the particular combination of players, the groups involved join together to identify child care needs and solutions, pool resources, and share skills and expertise. These partnerships may also be initiated by different players — employers may initiate them, as may labor, parent groups or community-based agencies.

The strength of these partnerships is their diversity of members, resources, knowledge, and contacts. The challenge of these partnerships is getting people to work together, defining a common set of objectives, and moving toward implementation in a unified manner. As with the employer consortia, each participant in a community partnership can achieve more working in a group than it could on its own. Although individual players may lose some autonomy, they gain the ability to actually increase the supply and/or enhance the quality of child care services for working parents through collective action and resource pooling.

The two examples profiled here are at different stages of development and also had different initiators — one a union, one an employer — but both show the potential power of the partnership model.

Palcare
Burlingame, CA

Partnership Profile

Palcare is a non-profit, tax exempt organization with a 501(c) (3) designation. Its mission is to meet the child care needs of employees based at the San Francisco International Airport and in the surrounding Bay Area communities. Its partners include: labor unions; the San Francisco Airports Commission; large and small employers, including United Airlines and Mills Peninsula Hospital; local and county governments; the Child Care Coordinating Council; and community members.

Impetus for the Partnership

Palcare began when a group of concerned labor leaders from the airline industry met to discuss the child care crisis around the San Francisco Airport. They were deeply concerned about young children sleeping in cars or — when a worker's supervisor allowed it — going to work with their parents. Parents were reporting extraordinary stress. Child care arrangements were continually falling apart and parents with changing work schedules were constantly forced to create new child care arrangements, often relying on family, friends, and unlicensed care to meet changing work demands.

The creation of the Palcare Child Care Center was made possible through the long-term work and cooperation of public and private organizations, labor and management within industries, and local and regional governments. This partnership conducted two surveys of airline and airport-related business employees to assess the real needs for child care. Once they understood the need, the partners worked to find a home for the child care center and to raise the capital to see that it opened. Its program is designed to fit the needs of families that have changing and/or non-standard work schedules. The process took ten years of effort: from the original meetings; through the surveys, planning, and creation of the non-profit; through consensus building, negotiation, and fundraising; to the opening of the Palcare Child Care Center in May 1993.

Program and Services

The Palcare Child Care Center is located in a newly renovated building, which it leases from San Mateo County. The Center is licensed to serve 150 children, between the ages of three months and five years, at any one time, 24 hours per day, seven days per week. The facility is open from 5:00 a.m. to midnight, or later as needed, seven days per week. The Center is located by a train station and a bus stop. Thus, Palcare parents can easily use mass transit to get to and from child care and work.

Palcare allows parents to create new child care schedules every month, which are entirely determined by family needs. Parents who are asked to work overtime or who have last minute schedule changes can request additional care.

Currently, 258 children are enrolled in the program: 69 infants, 49 toddlers, and 140 preschoolers. Average enrollments vary from 130 for regular day slots to 15-25 on evenings and weekends. Fifty-five percent of families have one or more parents employed in an airport-related business. United Airlines is the largest single employer of parents who use the center. Mills Peninsula Hospitals is the second largest. Other employers with significant numbers of employees using the center include American Airlines, U.S. Air, D.H.L Worldwide Express, Southwest Airlines, Alaska Airlines, Baystar Ambulance, Hertz, U.S. Postal Service, Kaiser Permanente, Wells Fargo Bank, and P.G.&E.

Palcare follows guidelines for high quality programs advocated by the National Association for the Education of Young Children. Palcare recognizes that well trained, well compensated staff is critical to quality care and strives to offer wages, benefits and training opportunities that exceed the industry average.

Management and Financing

The Palcare Board of Directors is an active, committed group of 16 volunteer leaders representing the varied constituencies that have come together to form Palcare. The Board determines the mission, philosophy and goals of the organization; monitors the quality and effectiveness of the services; and ensures adequate funding. The Executive Director, hired by the Board, is responsible for the operation and management of the program, as well as the hiring and supervision of the child care staff. An advisory council of parents and staff reviews and recommends policies, raises program funds, and plans family educational and social activities.

During 1993 and 1994, more than 17 foundations, employers, unions, local governments, and community organizations contributed funds and in-kind support to Palcare. Ongoing corporate donations support the costs of flexibility and quality. Currently only 20% of Palcare children are receiving subsidized child care benefits in the form of reduced evening and weekend fees, scholarships, or alternative payments from other sources. A major goal of fundraising efforts is the Palcare Scholarship Fund.

Tri-County Child Care Task Force
Watkins Glen, NY

Partnership Profile

The Tri-County Child Care Task Force (TCCC), which serves Chemung, Steuben, and Schuyler Counties in upstate New York, was created in 1987 to be the catalyst for addressing child care needs in these communities. The Task Force seeks to implement programs and policies to improve the quality, accessibility, affordability, and quantity of child care in the region. The task force is comprised of 23 members including representatives from local employers, the school district, local resource and referral agencies , United Way, and other non-profit organizations. The Industry Initiative Subcommittee of the TCCC Task Force is the focal point for initiating business involvement in child care for workers with non-standard work schedules.

Impetus for the Partnership

The Industry Initiative Subcommittee is one of four Tri-County Child Care Task Force subcommittees. The Subcommittee was developed in 1992, in response to a meeting among the Work/Life Balance Department of Corning Incorporated, Local 1000 of the American Flint Glass Workers Union (AFGWU), and representatives from the Task Force. At this meeting they determined that child care during the day did not meet the needs of Corning's workforce.

The Subcommittee is composed of members from Corning Incorporated, Elmira Economic Development Zone, Star-Gazette, Five Lakes Development Corporation, and United Way of Chemung and Steuben Counties. The Subcommittee reviewed the child care issue and determined that a variety of factors were impacting hourly workers and causing significant work/family balance issues. Many area industries were cutting back their workforces while at the same time requiring remaining employees to work evening and rotating shifts, as well as significant overtime hours. The Subcommittee started developing a process for long-term business involvement and investment in child care in the Tri-County area.

After committee members talked with many companies in the area, three companies representing the high-tech, manufacturing, and services industries — each with around 1,000 employees — expressed an interest in exploring the issues. They felt that child care and early childhood education were critical issues for their employees; realized that direct and indirect costs were associated with lost productivity and employee turnover; and decided that child care should be a part of their long-term business strategies.

Program and Services

The Industry Initiative Subcommittee and interested local employers are working with Work/Family Directions to develop a plan for the establishment of a collaborative fund.

The plan will include assessment of the demand and the supply of non-traditional child care, as well as a list of possible solutions. Participating companies will be offered assistance in analyzing the child care needs of their workers. The Subcommittee will also assess child care services, including informal care, currently available during non-standard hours and to meet other non-traditional needs, such as sick child care or quality enhancement relative to informal care. A menu of possible solutions — including demonstration project alternatives — will be available to interested companies and collaborative projects.

Management and Financing

A joint funding mechanism includes funds from United Way and the New York State Early Childhood Investment Fund. Companies that wish to participate will provide additional funding. A steering group will be established to determine an organizational framework for the collaborative fund.

Conclusion

As our economy increasingly becomes a 24-hour operation, the need for non-standard hours child care will grow. The efforts of employers and communities documented in this report provide useful information and guidance to those who are working to expand and improve child care services around the clock. There are many lessons that can be learned from the pioneering work of the single employers, employer consortia, and community partnerships profiled here, including:

- The need for non-traditional hours child care is often a sleeper issue relative to other work/family issues. It takes a "champion" — either from management, labor, or the community — to make the issue a priority.

- There are different models available. Communities, unions, and employers can learn from those who have already established programs. They do not have to reinvent the wheel each time non-standard hours child care is addressed.

- No matter what model is used, developing these specialized child care programs takes time and must address the needs of all stakeholders — children, parents, employers, providers, and community groups.

- Flexible child care programs are not cheap and an employer subsidy is often necessary. Established programs report that they could not provide services if they did not have some financial support from employers.

- Existing providers are often not willing to provide care for children during the evening, on weekends, or to address alternative work schedules. Provider needs must be addressed through a variety of incentives including compensation, training, and ongoing support in order to expand the supply of non-standard hours child care.

- Employer flexibility and creativity helps parents balance work and family demands. Employers that allow shift changes, information exchanges, links to local resource and referral agencies, and on-site support groups find they have more stable and productive workforces.

- Addressing non-standard hours child care needs will help all sectors of an employer's workforce, from highly paid professionals and managers to low-wage white-collar and blue-collar workers.

Solutions to the problem of providing quality, affordable non-standard hours child care must come from many quarters. Provided in the Appendices is detailed contact information for the child care centers and organizations profiled in this publication. We encourage parents, community groups, employers, and child care providers to share their successes.

The Department of Labor does not sponsor, endorse or approve any private or commercial products or services appearing in this guide. The following Appendices represent only a partial list of the non-standard hours child care resources that are available. The inclusion of any providers of child care services in this listing does not constitute a representation, warranty or endorsement concerning the competence, suitability or reliability of such providers by the Department of Labor. Consumers should take appropriate measures to investigate any child care provider before utilizing its services.

Appendix A

Contact Information on Profiled Companies and Organizations

American Business Collaboration for Quality Dependent Care
Phone 617-278-4283
(recording)

Central Atlanta Hospitality Childcare, Inc.
Marriott Corporation
Marriott Drive
Bethesda, Maryland 20058
Phone 301-380-6856
Fax 301-380-1729
Contact: Donna Klein

Close to Home
Summa Associates
725 East Guadalupe
Tempe, AZ 85283
Phone 602-820-9844
Fax 602-820-9873
Contact: Karen Woodford

Massachusetts Bay Transit Authority (MBTA)
Employee Counseling Services
120 Boylston Street 4th Floor
Boston, MA 02116
Phone 617-722-5381
Fax 617-722-4419
Contact: Stephanie Herrington

Palcare
945 California Drive
Burlingame, CA 94010
Phone 415-340-1289
Fax 415-340-1315
Contact: Nirmala Dillman

Toyota Child Development Program
Toyota Motor Manufacturing
1001 Cherry Blossom Way
Georgetown, KY 40324
Phone 502-868-3810
Fax 502-868-9525
Contact: Lynn Peters

Tri-County Child Care Task Force
Corning Enterprises Inc.
114 Pine Street
2nd Floor
Corning, NY 14830-2619
Phone 607-974-4550
Fax 607-974-4050
Contact: Rick Weakland

Western Idaho Community Action Program, Inc
315B S. Main St.
Payette, ID 83661
Phone 208-642-9086
Fax 208-642-9201
Contact: Pat Howe

Appendix B

Other Companies Addressing Non-Standard Hours Child Care Needs

America West Airlines
Dependent Care Services
4000 East Sky Harbor Boulevard
Phoenix, AZ 85034
Phone 602-693-8425
Fax 602-693-8603
Contact: Natalie Scott

AT&T
P.O. Box 2204
1 Speedwell Ave. West
Morristown, NJ 07962
Phone 201-898-2856
Fax 201-898-2890
Contact: Skip Schlenk

BE&K
2000 International Park Drive
Birmingham, AL 35243
Phone 205-972-6611
Fax 205-972-6698
Contact: Carolyn Morgan

Patagonia
259 W. Santa Clara
Ventura, CA 93001
Phone 805-643-8616
Fax 805-653-6355
Contact: Terri Wolfe

Quad/Graphics
952 Badger Road
Lomira, WI 53048
Phone 414-269-4700
Fax 414-269-4897
Contact: Gayle Kugler

Saturn
The Center for Discovery at Saturn
P.O. Box 401
Keedron Parkway
Springhill, TN 37174
Phone 615-486-0027
Contact: Lee Burgess

Smokey Valley Child Care Center
Round Mountain Gold Corporation
Mine Site
Round Mountain, Nevada 89045
Phone 702-377-3278
Contact: Carrie Power

Appendix C

Other Sources of Information

Women's Bureau Work & Family Clearinghouse
U.S. Department of Labor
200 Constitution Avenue
Washington, DC 20210
Phone 1-800-827-5335
Fax 202-219-5529

Action for Children
1319 F St. NW, Suite 810
Washington, DC 20004
Phone 202-393-5501
Fax 202-393-1109
Contact: Laura Nakatani

ACCCI
A Society of Work Family Professionals
1855 Mountain Prospect Rd.
Des Plaines, IL 60018
Phone 708-803-0687
Contact: Mary Ellen Gornick

Bureau of Labor Statistics
2 Massachusetts Ave, N.E., Room 4675
Washington, DC 20212
Phone 202-606-6378
Contact: Division of Labor Force Statistics

Corporate Child Care Management Services
631 Second Avenue South
Nashville, TN 37210
Phone 615-256-9915
Fax 615-254-3766
Contact: Diane P. Huggins

Families and Work Institute
330 Seventh Ave.
New York, NY 10001
Phone 212-465-2044
Fax 212-465-8637
Contact: Ellen Galinsky

Fried & Sher, Inc.
465 Carlisle Drive
Herndon, VA 22070
Phone 703-435-1700
Fax 703-435-1811
Contact: Madeline Fried

Interface: Work/Family
(specializing in shiftwork issues)
3545 Owasso St. Suite 106
Shoreview, MN 55126
Phone 612-481-3152
Fax 612-481-3994
Contact: Janie O'Connor

Labor Project for Working Families I.I.R.
2521 Channing Way
Berkeley, CA 94720
Phone 510-643-6814
Fax 510-642-6432
Contact: Netsy Firestein, Director

National Association of Child Care Resource and Referral Agencies
NACCRRA
1319 F St. NW, Suite 810
Washington, DC 20004
Phone 202-393-5501
Fax 202-393-1109
Contact: Yasmina Vinci

National Association for the Education of Young Children
NAEYC
1509 16th Street, N.W.
Washington, DC 20036
Phone 202-232-8777
Fax 202-328-1846
Contact: Barbara Willer

Partnership Group
840 West Main St.
Lansdale, PA 19044
Phone 215-362-4916
Fax 215-362-6590
Contact: Bea Tiberge

U.S. Bureau of the Census
Fertility Statistics Branch
Population Division
Washington, DC 20233
Phone 301-457-2416
Fax 301-457-2481
Contact: Martin O'Connell

Work & Life Balance Associates
23 Browne Street
Brookline, MA 02146
Phone 617-277-7360
Contact: Mindy Gewirtz

Work/Family Directions, Inc.
930 Commonwealth Avenue West
Boston, MA 02215-1274
Phone 617-965-6469
Contact: Jane Pagliasotti

Work-Life Enterprises, Inc.
1330 Beacon Street
Brookline, MA 02146
Phone 617-738-6969
Fax 617-739-9105
Contact: Richard J. Levin

Endnotes

[1] *Occupational Outlook Quarterly*, U.S. Department of Labor, Bureau of Labor Statistics. Spring 1994, p.34-36.

[2] Bureau of Labor Statistics, unpublished data, 1994.

[3] Lawrence Mishel and Jared Bernstein, *The State of Working America*, 1994-95. Washington, DC: The Economic Policy Institute. New York: M.E. Sharpe, Inc., 1994.

[4] "Shift Work: Family Impact and Employer Responses," *Labor Relations Week*, 6:36, The Bureau of National Affairs, September 9, 1992.

[5] Bureau of Labor Statistics, "Workers on Flexible and Shift Schedules," U.S. Department of Labor, Aug. 14, 1992, USDL92-491, Table 4.

[6] Lynne M. Casper, Mary Hawkins, and Martin O'Connell, *Who's Minding the Kids?* U.S. Bureau of the Census, 1991, Table I, H, p.18-20.

[7] Carol Lawson, "When Day Care Begins With The Night Shift." *The New York Times*, March 14, 1993.

[8] Hamilton and Terri Finch, "Take This Job And....," *The Grand Rapids Press*. November 3, 1994.

[9] Among women who work non-day shifts and have children under 15, only 14.3% of those working full-time and 22.9% of those working part-time actually chose their schedules to make child care easier. Lynne M. Casper, *Who's Minding the Kids?*, Table H.

[10] Ellen Galinsky, Carollee Howes, Susan Konton, et al., *The Study of Children in Family Child Care and Relative Care*. New York: Families and Work Institute, 1994.
Suzanne Helburn , Mary L. Culkin, John Morris, et al., *Cost, Quality, and Child Outcomes in Child Care Centers*. Denver: University of Colorado, 1995.

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Sharman Stein, "Late-night Workers Find Help in 24-hour Child Care." *Chicago Tribune* Dec. 27, 1994.
Sue Shellenbarger, "Child-Care Crunch Puts Parents Between the Kids and the Boss." *The Wall Street Journal* Oct. 12, 1994.

[12] Figures drawn from fact sheet about regional employers with 95 or more employees. Source: Idaho Department of Employment, and Idaho Department of Commerce, 1994.

[13] Source: U.S. Bureau of the Census 1990.

[14] Raju Narisetti, "A Special News Report About Life on the Job — and Trends Taking Shape There," *The Wall Street Journal* January 24, 1995.

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